

Navajo Area  
Indian Health Service

Navajo Nation 24<sup>th</sup>  
Tribal Council

Spring Session

April 2022

**Navajo Area Indian Health Service**  
**Navajo Nation Tribal Council – Winter Session**  
**April 2022**

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**Executive Summary:**

For nearly three years, the Navajo Area Indian Health Service (NAIHS) has worked to establish a clear organizational structure that fosters improved business practices to support health care services throughout the Navajo Region. We continue to monitor the COVID 19 Pandemic and shift our focus on test to treat modalities. Our health care system has learned a lot from the COVID 19 Pandemic and we continue to use the partnerships and creative solutions to maximize our health care services, resources and staffing. The overall success of our efforts during this time is a direct result of work produced NAIHS staff, contractors, volunteers as well as our partnership with the Navajo Nation and Tribal Health partners.

Thank you for the opportunity to provide this report on behalf of the NAIHS staff and we appreciate the support of the Navajo Nation 24<sup>th</sup> Tribal Council.

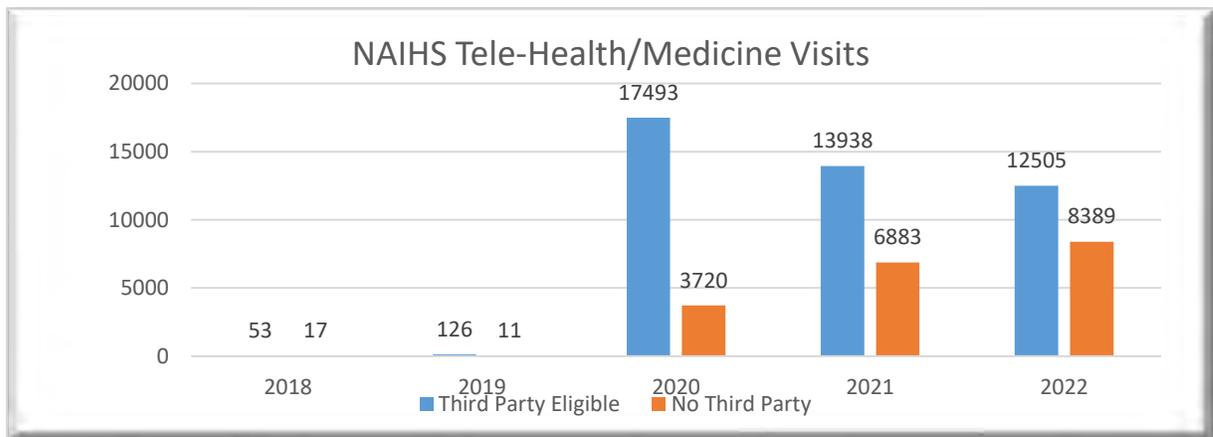
**Area Office**

**Leading Change:** This executive core qualification involves the ability to bring about strategic change, both within and outside the organization, to meet organizational goals. Inherent in this ECQ is the ability to establish an organizational vision and to implement it in a continuously changing environment.

- The Office of Indian Self-Determination (OISD) and Navajo Area Finance continue to prioritize improving payment processes for Title I tribal programs. IHS Headquarters has recognized OISD's record-keeping system as a model, and OISD hopes to contribute to IHS Headquarters' efforts to improve payment procedures agency-wide. To this end, OISD has been participating in beta testing an upgraded version of Headquarters' Self-Determination Database, which tracks Title I payments.
- The Navajo Area Indian Health Service (NAIHS) and the Office of Indian Self-Determination (OISD) are focused on assisting as many Navajo families as possible with water and sanitation connections. OISD is working internally with other components of NAIHS to address the very large workload, and all construction options are being explored. In addition, NAIHS and OISD are communicating externally with the Navajo Nation, Navajo Tribal Utility Authority (NTUA), Navajo Engineering and Construction Enterprise (NECA) and other collaborators in the non-profit sector and state-level governments related to sanitation construction matters. OISD

eagerly awaits Indian Health Service allocation decisions for the unprecedented sanitation funding included in the Bipartisan Infrastructure Bill.

- Navajo Area nurse recruitment, retention, and relocation policy was approved and implemented on March 18, 2022. The policy is a standardized process for the Navajo area to improve nursing vacancies, turnover rate, and staff morale. Additionally, recruitment effort includes two advertisements with New Mexico and Arizona Board of Nursing for nurse vacant positions.
- Navajo area Nurse Consultant is working with IHS Headquarters' Community Health Representative (CHR) consultant and the Office of Self-Determination to address the CHR buy back for e-learning training modules for the Navajo Nation. In addition, a virtual meeting will be set up with Southern Paiute CHR program through the Self-Determination office on this training initiative.
- In response to short staffing within the Navajo Area IHS Acquisition Program, the Acquisition Leadership Team along with the Navajo Area Executive Leadership Team seek best practices within the service unit to streamline acquisition practices across Navajo Area. Currently, there are several best practices developed from the Gallup Service Unit that appear to control their number of backlogged requisitions and continue to meet immediate patient care needs. The best practices include a streamlined approach in meeting competition needs, obtaining internal peer reviews, and organization and sequencing of meeting necessary procurement steps. Therefore, it is the Navajo Area Acquisition Program's intention to review and implement several of the developed practices. The effort is aimed to assist other service units address backlogged requisitions and meet their immediate patient care needs with limited amount of staffing.
- In comparison to prior years of almost non-existent tele-medicine and that we are halfway through the Fiscal year, NAIHS will surpass the amount of Tele-Health/Medicine visits in FY 2020 of 21,213 visits. We are currently at 20,894 visits for 2022.



- Per the Federal Travel Regulation Part 301-51, all employees who will be on official Government travel must obtain an Individually Billed Account (IBA) travel charge card before traveling and use it to pay all travel expenses. In order to implement this requirement, the Navajo Area Office travel program developed a plan and shared this information with all service units' travel teams and staff. Guidance was provided on how to obtain a travel card, the training required, and how to monitor the travel card program.
- A significant hindrance within the Gallup Regional Supply Service warehouse is the lack of automation for shipping and receiving products. A critical trigger point in resolving shipping discrepancies is the shipping tracking number. The inability to justify when and how many products arrived at a given time contributed to multiple issues, such as missing products, inaccurate inventory count, lack of payment, or short payments to vendors. Within the last three weeks, using the revised inspection and receiving form to identify discrepancies, inventory all inbound shipments, document the returns, and receive replacements have helped reconcile several accounts worth an estimated \$115,000. The warehouse team has embraced the change and understands the critical roles and how the appropriate actions to account for product transactions contribute to prompt payment. In addition, the team is aware that they should notify the suppliers of any shipping discrepancy within 24 hours of receipt. In return, the modified process has helped suppliers to provide quality replacement products in real-time. As a result, receiving quality products and paying suppliers have improved, as evidenced by closing out about twenty Morris Systems purchase orders.
- Navajo Area Clinical Applications Coordinator (CAC) and Navajo Area Database Administrator continue to work with Navajo Area Federal, Tribal and Urban sites to enhance Resource Patient Management System (RPMS) applications through Alpha and Beta testing new patches.
- Navajo Area Department of Information Technology staff deployed 13 of 29 laptops for Navajo Area staff. Issuing of laptops allows Navajo Area staff the flexibility of teleworking via Virtual Private Network (VPN). The laptops are imaged with required software, drivers, and windows updates.

**Leading People:** This core qualification involves the ability to lead people toward meeting the organization's vision, mission, and goals. Inherent in this ECQ is the ability to provide an inclusive workplace that fosters the development of others, facilitates cooperation and teamwork, and supports constructive resolution of conflicts in OPM leadership development.

- The Office of Indian Self-Determination (OISD) staff continue to communicate with the Navajo Nation and other Navajo Area 638 health programs regarding COVID-19 relief and ARPA funding. All bilateral modifications relevant to the Navajo Nation's three Title I programs have now been signed, and funds have been transferred to these programs. In April, OISD hosted Zoom meetings with both the Navajo Nation and with the Utah Navajo Health System regarding allowable uses of COVID-19 relief and ARPA funds.
- The Office of Indian Self-Determination (OISD) is facilitating conversations with the Navajo Nation Emergency Medical Services (EMS), Navajo Area Federal Service Units and 638

facilities to discuss a range of topics related to EMS's daily operations. These topics include improving inter-facility transport, sourcing pharmaceuticals and other critical medical supplies, and facilities-sharing agreements.

- In early March, the Office of Indian Self-Determination (OISD) spoke with community members in the Kayenta Service Area who wanted to learn more about contracting opportunities under the Indian Self-Determination and Education Assistance Act. Before fielding questions, OISD Director Marquis Yazzie provided a detailed presentation, emphasizing the process by which self-determination contracts are established. The conversation was very preliminary, but OISD looks forward to providing technical assistance to community stakeholders as they weigh the pros and cons of Title I contracting.
- On-going assessments are conducted at the Kayenta Service Unit for the opening of their In-Patient Unit. In addition, preparation for their Joint Commission Resources (RJC) CMS and JCR mock survey are scheduled for April to attain Joint Commission Accreditation. The Area Nurse Consultant participated in two JCR mock survey at Chinle and Northern Navajo Medical Center in February and March. In March 2022, a site visit to Pinon Health Center was made to assist and guide the new nursing supervisor in developing a plan of action on their Joint Commission mock survey findings. Area of focus are on suicide risk assessment questionnaire, infection control protocol for the Trophon unit, PCMH re-certification, and medication room. Recommendations were provided to the nursing supervisor and Health Administrator.
- The Area Nurse Consultant coordinated and collaborated with IHS Headquarters' Senior Nurse Consultant for Public Health Nursing (PHN) to provide a virtual training session on PHN Data Mart. The training provided detailed analysis on each PHN program in Navajo Area and how the data is reported for budget formulation including congressional testimonial at the headquarters level. Concurrently, PHN programs reviews are in progress with our four federal IHS programs.
- The NAIHS Acquisition team continues to work to recruit local community members into the Acquisition Contract Specialist Intern Program. The Intern Program is made available to all facilities within the NAIHS area that allows the opportunity for recent college graduates to begin a career journey in the Federal Procurement Contract Specialist series. The Crownpoint Service Unit recently hired one Intern Contract Specialist in the second quarter of FY2022.
- The Navajo Area has a new leadership team called Cross Functional Acquisition Team (CFAT), which consists of team members from Acquisition, Finance, Receiving, Department Supervisors, requestors, Contracting Officer Representatives (CORs), Project Managers, and various Subject Matter Experts (SME). The purpose of the team is to provide education and pass on the knowledge of the Procure-to-Pay process to employees. Monthly meetings are held to share updates, policy changes, presentations on processes, and also ask questions in hopes to improve communication. There are areas that management is working on and naming a few such as undelivered orders, unauthorized commitments, interest payments and invoices on hold.

- NAIHS Finance team meets with Navajo Area IHS Federal Service Units for Budget meetings to review financial reports. The review consists of reviewing Operating Plans, Accounts Payable, Acquisition workload, Undelivered Orders and to communicate any obstacles identified by the service units. The meetings serve as a key tool in monitoring and assisting service units in maintaining accurate finance reports; ensuring funds are maintained and monitored; monitoring Accounts Payable workload; reviewing acquisition workload and prioritizing purchases; ensuring health centers are properly staffed, maintained and supplied; and closing out old Purchase Orders; and monitoring the finances business operations at the service unit level. The review enables a more cohesive working relationship; enables the team to address any identified obstacles to ensure smooth business process; and helps the team focus on priority items. The goal of NAIHS Finance is to continuously improve business operation; maintain clean and accurate financial reports; and monitoring service unit financials to ensure smooth year end close for NAIHS.
- One of the objectives is to ensure the Gallup Regional Supply Service Center (GRSSC) team works in a cross-functional, effective work environment for efficient, transparent, and successful outcomes. To assist the team in expanding their understanding of work processes, the Director holds team meetings to discuss the challenges and develop action plans to hold each other accountable. Staff are reminded about displaying positive and professional communication styles and having a deeper appreciation of cultural awareness. As a result, teams are communicating more and resolving work inefficiencies without my immediate intervention. Furthermore, the staff is more open to communicating with the vendors to resolve shipping and payment issues. Providing guidance to the staff and share that enhancing collaboration with the vendors is essential to tackling the supply chain issues. Leadership will continue to work with the team to ensure that positive interactions occur, whether in phone calls, video calls, or meetings. The primary objective is to continue to progress towards having sufficient supplies for the customers.
- The Navajo Area Information Security Systems Officer (ISSO) continuously provides support to the Federal sites to mitigate ongoing security vulnerabilities. Pursuant to Binding Operational Directive BOD-22-01, IHS is required to remediate these vulnerabilities before the specified due date.
- Navajo Area ISSO supports Service Units with transition to new Integrated Access Management system for all current and new employees.

**Results Driven:** This core qualification involves the ability to meet organizational goals and customer expectations. Inherent in this ECQ is the ability to make decisions that produce high-quality results by applying technical knowledge, analyzing problems, and calculating risks.

- The Office of Indian Self-Determination (OISD) staff continue to collaborate with all Title I and Title V programs to provide support and technical assistance as needed. As Fiscal Year and Calendar Year 2022 Annual Funding Agreements (AFAs) are in motion, OISD will be working with all 638 programs in the coming weeks and months to complete mid-year financial

reconciliations. These reconciliations ensure that 638 programs are receiving the proper amount of funding.

- Staff from the Office of Indian Self-Determination (OISD) are actively engaged with the 24<sup>th</sup> Navajo Nation Council in providing essential information regarding ongoing federal COVID-19 response activities; funding summaries and opportunities; and IHS consultation efforts related to the American Rescue Plan Act and Bipartisan Infrastructure Bill. Examples of this engagement include:
  - NAIHS/OISD completed a Purchased/Referred Care (PRC) presentation to the Nabik'iyati Committee and Health, Education, Human Services Committee (HEHSC) regarding the PRC process.
  - Additionally, the Office of Indian Self-Determination (OISD) has met with various Navajo Nation Council Delegates to address concerns related to public safety and local community constituent health care questions and concerns.
- The Gallup Indian Medical Center (GIMC) Emergency Department (ED) Expansion and Renovation project design was awarded September 10, 2021. Notice to proceed was issued on October 4. A kick off on-site workshop was held on October 7. The project is being designed to incorporate this project with the new Emergency Department Modular building to ensure both buildings operate together. The updated design will meet current codes and meet suggested changes to the layout per GIMC ED staff. The new completion date for the design is July 12, 2022. The GIMC project design includes renovating approximately 6,060 building gross square feet (BGSF) and the expansion of 2,282 BGSF of new space. The new ED will be approximately 8,342 BGSF. This new renovated and expanded space will help alleviate the space deficiencies, as they exist today with the ED, Observation Unit, and the Urgent Care. The renovation /expansion project will increase patient capacity and enhance patient care services.
- Crownpoint South Quarters Repair-by-Replacement Design was awarded in August 2021. The design kickoff meeting was held on September 23, 2021. The scope of work for this project is to complete a design for the replacement of 33 quarter units. The current Longmark units were built in the 1950s and are beyond their useful life. The new quarters will be energy efficient and bring the quarters into the current century. The project design will include the evaluation of the existing infrastructure, replacement of infrastructure if needed, and a complete design package for the construction of 33 new quarter's units. These new units will help with recruitment and retention of staff for the Crownpoint Hospital. During the design process, the Service Unit collaborated with the local CLUPC group to make decisions on building color schemes for the updated look of the community. The Crownpoint Service Unit is building coalitions to help incorporate stronger relationships with the community. The project has reached the 99% Construction Document milestone. The design is projected, and currently on schedule to be completed May 2022. In conjunction with the IHS A/E Design Guideline, the review of design has highlighted the energy efficiency and long-term sustainability of the updated Government Quarters

subdivision. With the availability of funding, we anticipate construction to begin in the fall of 2022.

- The Tsaille Quarters Project was selected to receive \$21.5M in non-recurring expense funds (NEF) to construct approximately 30 new quarters and all required infrastructure. The Program Justification Document for Quarters (PJDQ) and the Program of Requirement for Quarters (PORQ) show a total need of 98 new quarters needed to house staff of the Tsaille Health Center. This first phase of the project will design and construct approximately 30 new quarters. This project will help in the recruitment and retention of health professionals for the Tsaille Health Center. The PJDQ/PORQ is being amended to adjust the type of quarters, from single family homes to apartment buildings, multiplex homes, and a quarters warehouse/work building. Once approved the project will be submitted for a design-build contract.
- The Sanitation Deficiency System (SDS) listing of projects is reported to the Navajo Nation annually. This past year, the SDS listed 349 water and wastewater infrastructure projects totaling approximately \$543.3 million. At this time, the DSFC staff completed construction project documents for Fiscal Year 2021 funds which includes \$6.4 million in Housing Support and \$29.6 million in Regular Fund. In addition, the DSFC received Fiscal Year 2021 IHS ARPA funds which includes \$1.7 million in Housing Support and \$35.9 million in Regular Fund. The DSFC staff at this time are completing construction project documents for the additional IHS ARPA funds. The DSFC received \$2.69 million for the Fiscal Year 2021 IHS ARPA for the “delivery of potable water” in which the DSFC staff are working on completing construction project documents.
- Area quality manager and nurse consultant continue to provide support to Gallup Indian Medical Center, Kayenta and Crownpoint Service with their Patient Centered Medical Home (PMCH) certification process. Several best practices were identified during their 6-month review in March 2022. GIMC implement the health literacy component in their PMCH by utilizing the AHRQ health literacy toolkit. Additionally, Crownpoint incorporated self-management goal in their Electronic Health Record.
- The Native Americans for Community Action (NACA) urban clinic in Flagstaff, AZ requested assistance to address their infection control program. NACA is an urban clinic that is also pursuing Ambulatory Joint Commission accreditation. Hand Hygiene toolkit and single use instruments guidelines for sterilization was provided by the Area nurse consultant. Additional resources such as AAIM standards, AAAHC standards, CDC recommendations on single use instruments protocols was provided.
- The NAIHS Acquisition team continues to work towards in meeting their small business goals as required by the Federal Acquisition Regulation. This also includes awarding to Indian Owned Small Business firms. In addition, the NAIHS Acquisition team continue to meet competition requirements as required by the Competition Act despite the continued challenges presented by the COVID-19 pandemic. Current competition is 1,669 actions at 70% and noncompetition is at 699 actions at 30% of all NAIHS reported contracts. In the

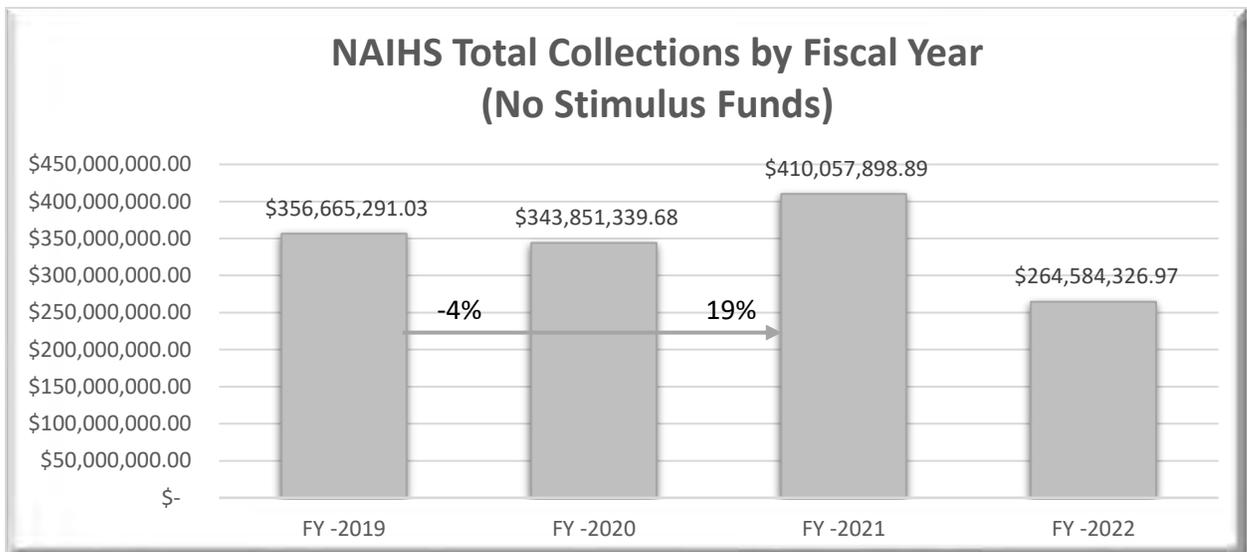
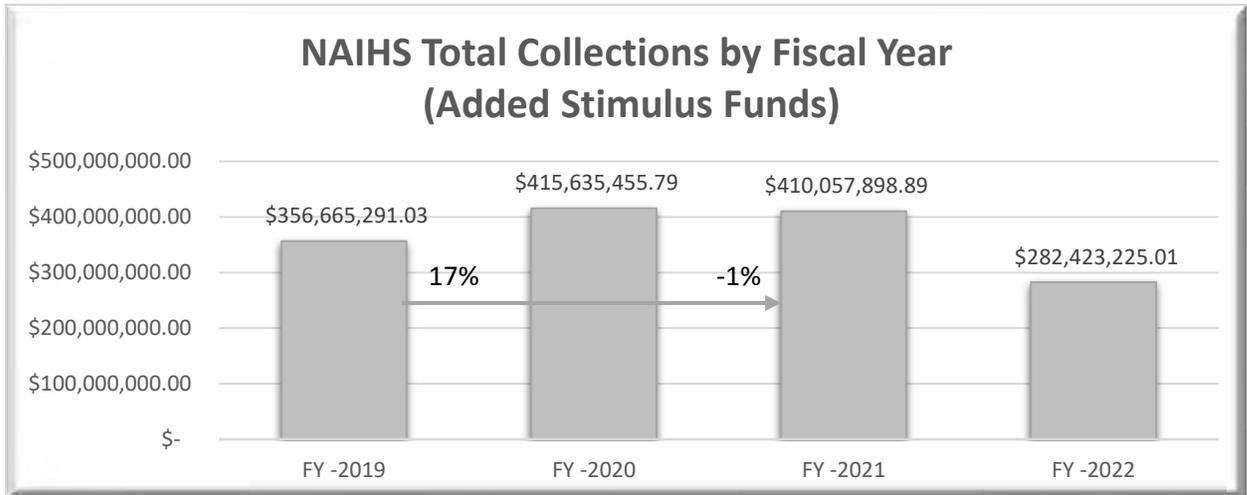
remaining FY2022, NAIHS will continue to work to meeting the 86% competition goal for the Indian Health Service.

- Navajo Area is continually decreasing the undelivered orders. Undelivered orders are obligations that remain open. These obligations include purchase orders, travel orders, relocation, and other obligations. So far, Navajo Area has decreased 99% of the cancelling year (FY2017) obligations. At the end of the quarter ending March 30, 2022, only one line remains open. In addition, Navajo Area also decreased 13% of the overall undelivered orders for fiscal years 2017 to 2019. Our goal by fiscal year end is 35%. This accomplishment is a result of team work among Acquisition, Finance, and receiving agents.
- During quarter ending March 2022, Navajo Area Service Units Finance Collection staff worked as a team to successfully post all receipts into the financial system. All collections received for non-Third Party (TP) collections were posted within the same accounting month, and the older TP collections were reconciled with assistance from the Service Unit Business Office Accounts Receivable staff and Office of Information Technology. Weekly reports are provided to service units so they had the most current data.
- The Gallup Regional Supply and Service Center's (GRSSC) leadership reviewed the inventory data for both supply and personal property. For the supply system to expedite accurate data and reports, it was essential to clean up all obsolete and outdated information. The cleanup started with outstanding purchase orders in the Morris inventory management system. The initial report had 187 purchase orders worth \$1,830,341.00. The cleanup consisted of research and working with suppliers to close the purchase orders. Thus far, 46 Purchase orders are closed out, valued at \$330,734.85. The close out included fiscal year 2016 to 2018 purchases. The remaining prior year open purchases consist of one 2019 purchase, two for 2020 purchases, and twenty-six for 2021 purchases. The goal is to close all previous years' purchase orders pending in the Morris system by June 30, 2022.
- In February 2022, three team members conducted an equipment inventory. GRSSC leadership guided the team to utilize an inventory report and an excel database to reconcile the reports as none of the team members had access to the Property Management System. Upon reconciliation of the inventory, all data posted to be accessed by key personnel for monitoring and financial reporting information. The inventory resulted in no missing property. There are seventy (70) capital assets and one-hundred (160) non-capital items. The data will help determine the replacement property for the upcoming budget planning processes. Currently, the GRSSC warehouse budget is in good standing. However, there are issues with vendors not getting paid timely and the risks of vendors threatening to shut off services, such as internet services or preventive maintenance services. There are less than twenty service contracts. It has been a challenge to monitor the contracts for one reason or another. In reviewing the purchase orders, numerous modifications made to the purchase orders to cover extended periods of performance and add funds. Goals were developed for the team to ensure the purchase orders for all services are activated by February 28, 2022; the team met 80% of the objective. By March 4, 2022, 100%. The team will monitor the invoices and ensure that the staff provides the monthly reconciliation reports.

- New servers were purchased for the Inscription House Health Center to upgrade current equipment and add additional servers. The additional systems will assist in reducing network latency.
- Navajo Area and Service Units received new routers and switches to upgrade existing network infrastructure. The new technology increases network bandwidth and reduce network latency issues.

**Business Acumen:** This core qualification involves the ability to manage human, financial, and information resources strategically.

- The Office of Indian Self-Determination (OISD) continues to optimize its internal record-keeping strategy, enabling employees to quickly locate critical documents. As OISD staff returns to the Navajo Area Office building, it will begin digitizing its large collection of historical paper files.
- In 2021, the Office of Indian Self-Determination (OISD) hired two new management analysts. As these employees have grown more familiar with all of the many functions of OISD, the office Director has been better able to distribute the OISD workload, resulting in much more efficient operations. The daily functioning of OISD will continue to improve as staff receive more training and gain more experience in the complex world of Indian Self-Determination.
- On-going work with NAIHS Acquisition department in streamlining nursing contract process with Gallup Indian Medical Center (GIMC) and Northern Navajo Medical Center (NNMC) to address their vacancies. Additionally, IHS Headquarters Indefinite Delivery, Indefinite Quantity (IDIQ) contract provided two ICU nurse profiles, Chinle made one selection and GIMC made the other selection.
- In February, a meeting was held to address the Purchase Referred Care (PRC) audit that was conducted by IHS Headquarters'. This meeting was coordinated by Navajo area Public Health Analysis to develop an action plan for the Navajo area. A presentation was provided by NNMC PRC case manager on their process, challenges and benefits to PRC referrals.
- The NAIHS Acquisition Team continues to work on awarding area wide consolidated contracts to streamline the acquisition process when procuring similar needs. This allows for the Acquisition team to immediately acquire the service unit's needs in a timely manner while meeting critical Federal Acquisition Regulations statutes. The Acquisition team are currently working on 2 large area wide contracts, one for revenue cycle management and another for professional nursing services. The goal is to have these two critical contracts awarded in FY2022 with a contract start date in FY2023.
- As of April 4, 2022, the Navajo Area wide fiscal Year 2021 Third Party Yearly Collections total is \$264,584,326. Comparing Fiscal Year 2022 and with a similar point in time in Fiscal Year 2021, total collections were \$199,042,793. There is an increase of \$64 million or 36% from FY 2021. Third Party Collections with added Provider Relief Funds are \$282,423, 225 for Fiscal Year 2022.



- Navajo Area Finance Certifying Officers (CO) are doing an excellent job in reviewing and approving payments for the Navajo Area. On any given day, they review up to 200 invoices for the entire Navajo Area. Their goal is to review 100% of the invoices each day so there is no backlog. In addition, the timely review of invoices decreases the amount of interest paid to vendor, which means more funds available for patient care. Additionally, prompt payments result in improved relationships with our vendors.

**Building Coalitions:** This core qualification involves the ability to build coalitions internally and with other federal agencies, state and local governments, nonprofit and private sector organizations, foreign governments, or international organizations to achieve common goals.

- The Office of Indian Self-Determination (OISD) staff continue to work with the Navajo Nation on the implementation of the Diné Action Plan (DAP). This multi-disciplinary collaboration

seeks to identify prevention and intervention strategies to fight the effects of substance use, violence and suicide. The DAP team is now working toward building year-one implementation strategies and action plans.

- In an effort to address one of the Area Director's priorities of Tribal Partnership, the Office of Indian Self-Determination (OISD) has moved into discussions with prospective Title I contractor, Navajoland Nursing Home, regarding funding opportunities for long-term elder care. Although IHS does not have a specific budget line item for long-term care, OISD staff have met with Navajo Nation leadership, HEHSC and other stakeholders to explore options.
- With intent to maintain communication and build partnership, the Office of Indian Self-Determination (OISD) staff monitor many national meetings relevant to our partnerships with our Title I and Title V entities. For example, OISD continues to participate in the Direct Service Tribes Advisory Council (DSTAC), budget formulation, conversations around Purchased/Referred Care (PRC) and IHS and HHS Tribal Consultation meetings to name a few.
- The new Pueblo Pintado Health Care Center design was awarded on April 20, 2021. The conceptual, schematic, and the design development phase (the internal layout) of the design is complete. The next phase is the 65% design completion, which is expected June 2022. The design and construction estimate for the project are being updated at this time. The design completion date is estimated for October of 2022. The Navajo Area Indian Health Service has included the Pueblo Pintado Steering Committee. The Navajo Nation Department of Health, and the Navajo Nation Health Programs in the design development. The Pueblo Pintado Steering Committee includes members from the communities of Canonicito, Whitehorse Lake, Torreon, Ojo Encino, and Pueblo Pintado. The participation of the NAIHS, the Navajo Nation Health Programs, and community members will help design a state of the art health center that is both functional and respectful of the community and their cultural beliefs.
- The Navajo Area is currently completing planning documents for a new health facility located in Bodaway-Gap, Arizona. The New Bodaway-Gap Health Center is projected to be 123,565 square feet in size, with approximately 82 Staff Quarters. The Program Justification Document (PJD) for the Bodaway project was approved in January 2008 and included basic health services for the projected population and service area. A PJD Amendment #1 which reflects updates to the user population, scope of services, staffing, and space in addition to inclusion of space for Navajo Nation tribal health programs, was completed and approved by IHS Headquarters (HQ) on May 12, 2021. The Program of Requirements (POR) Amendment #1, which details the required space for each department, was sent to HQ in February 2021 and is under review. The POR will be finalized once the Bodaway/Gap Health Center and Quarters project budgets are updated. The budgets are currently being updated by HQ. The Site Selection and Evaluation Report (SSER) Phase I was completed in November 2020. The SSER Phase I identifies and studies a number of potential sites for the new Health Center and recommends and ultimately identifies the most suitable site. The most suitable site was determined to be the Bodaway-Gap site, which is located next to the current Bodaway-Gap Elementary School. As part of the planning phase, the primary focus is on the development

of the SSER Phase II report. This involves land studies to evaluate construction feasibility on the site and includes land surveys, geotechnical analysis, flood plane analysis, archaeology assessment, environmental studies, etc. The Phase II report was completed January 2022.

- The Navajo Area IHS staff works closely with the Bodaway-Gap Health Center Steering Committee, the Navajo Nation Department of Health, and the Tuba City Regional Health Corporation on the project. The Steering Committee is comprised of local community representatives to be served by the new Health Center. Monthly Steering Committee meetings throughout the process. The Bodaway-Gap Health Center will be located in the Coppermine Chapter, just north of the Gap community. Navajo Area has been working with Steering Committee members and the Navajo Nation Department of Health Planning Office to plan for and secure sufficient land needed for the Health Center, Staff Quarters, and associated utilities needed.
- Navajo area continues the support of the Transitional Watering Points Project, which includes increasing access to safe drinking water and the safe water storage program during COVID-19. Staff continue to support activities with the Navajo Nation, federal partners, universities, and others through the Water Access Coordination Group meetings. At this point, the Navajo Area IHS OEHE, continues triaging inquires and responding to mission activities associated with this project and IHS Headquarters is engaged in managing this effort.
- The Nurse Consultant continues to have dialogue with University of New Mexico College of Nursing in coordination of clinical rotations for nursing students in the fall of 2022. Additionally, Chamberlin University College of Nursing wants to collaborate with Indian Health Service in recruitment of Native American students. This partnership will allow nursing students to gain experience in rural healthcare and promote job opportunities within the Indian Health Service.
- The Area Nurse Consultant partakes in the monthly Navajo Area leadership calls to receive updates on IHS initiatives presented by IHS Headquarters Division of Clinical Services and IHS Chief Medical Officer on these call. Furthermore, the council submitted two hot topics items for IHS Headquarters executive leadership session. Information is communicated to the six (6) NAIHS Nursing Chief Nurse Executive and Director of Public Health Nursing during our monthly Dine Nurse Leadership Council. In addition, the Nurse consultant attends the weekly CHR zoom meetings.
- Navajo Area Indian Health Service co-hosted with Centers for Medicaid and Medicare Services (CMS) to conduct the virtual CMS IHS, Tribal and Urban (ITU) Training in March 21-30, 2022 with 14 training sessions. There were over 1,053 ITU staff that received training in CMS Tribal Affairs, Outreach and Enrollment, Medicare 101, Office of Inspector General, Social Security and Disability 101, Arizona, New Mexico, Utah and Colorado Medicaid 101, Coding in podiatry, surgical tools and updates, Billing and Third Party Managing Backlogs in the Business Office. This is an excellent annual training resource for updates and newly hired ITU staff in Health Information Management, Business Office, Finance, Purchased/Referred Care and similar staff to earn Continuing Education Unit credits.

- NAIHS Finance worked with the Navajo Area Special Diabetes Program Initiative (SDPI) team to submit the annual Standard Form (SF) 425 Reporting document to the granting agency. The SF-425 form is used to report the SDPI financial progress. NAIHS finance obtains the data from the financial system to complete the form.
- Navajo Area IT hired new IT Project Manager tasked with streamlining IT Acquisitions for Navajo Area Federal sites. In addition, to standardize IT equipment at Navajo Area and the Federal sites.
- IHS Service Now ticketing system is utilized by the Federal, Tribal and Urban facilities to submit tickets for RPMS, Network, software and hardware issues.
- Navajo Area Chief Information Officer (CIO) conducted site reviews for (5) Federal service units. Reports were provided to service unit IT department and Executive staff.

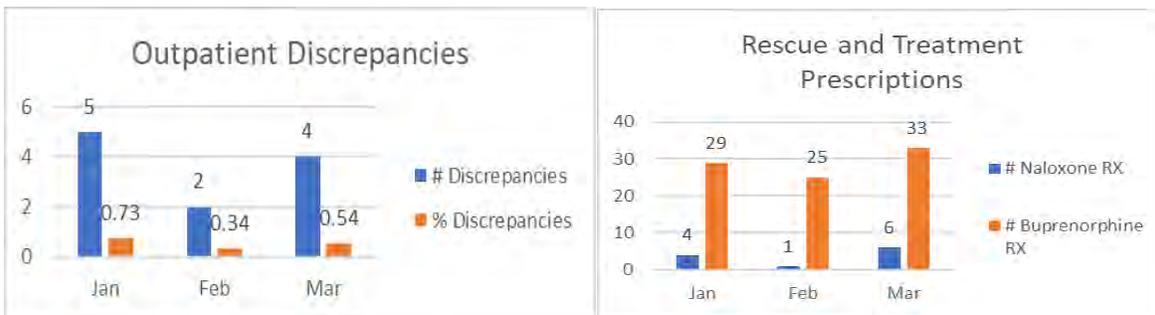
## Service Unit

**Leading Change:** This executive core qualification involves the ability to bring about strategic change, both within and outside the organization, to meet organizational goals. Inherent in this ECQ is the ability to establish an organizational vision and to implement it in a continuously changing environment.

- On February 24, 2022, the Gallup Service Unit Executive Leadership Team approved the Gallup Service Unit Incident Command “Moving Forward” plan on the reallocation of space and staff. The Incident Command will continue with COVID-19 functions and support with the flexibility of expanding as COVID surges occur and there is a need for increased response in a critical COVID operational area such as Car Base Testing, Vaccination clinic, call center, etc. In addition, the planning effort would allow detailed staff to return to their administrative and clinical service areas who assisted tirelessly when the surge was at its peak in response to the pandemic.
- The Gallup Service Unit has adopted Patient Centered Medical Home (PCMH) as the model for the provision of patient health care. Such model uses a team-based approach to deliver medical care that is culturally and linguistically sensitive. On August 16, 2022, the Pediatric Clinic went live and we began to receive patient care received through the PCMH model. GMC will continue to evaluate and improve this health care model in collaboration with all members of the health care team. The ultimate goal is to integrate PCMH into our Internal and Family Medicine Clinics areas, as well as, the Tohatchi Health Center.
- In January 2022, the Department of Defense deployed a U.S. Army military medical team for 30 days to provide medical care support to the Shiprock Service Unit’s response to the COVID-19 omicron variant surge. The military medical team assisted in the Northern Navajo Medical Center patient care wards and the outdoor COVID-19 services (car triage screening, COVID-19 testing, COVID-19 & flu vaccination clinic, etc.).
- The Northern Navajo Medical Center Sih Hasin Street Medicine Clinic is an innovative practice to reach the homeless in their environment like street life, shelters, parks, etc. Sih Hasin Street Medicine Clinic has expanded its outreach service to Farmington, NM. Physical exams, wound care, and treatment of acute and chronic medical conditions are offered. Chronic conditions may include high blood pressure, diabetes, asthma, and HIV. The team also provides COVID-19 testing, COVID-19 vaccines and flu vaccines. Each Tuesday, the team is in the Shiprock area and on Wednesdays in downtown Farmington.
- The Rock Point Dental Clinic opened and currently serving students of Rock Point school. Tsaille will expand to provide care to all ages when fully equipped. The Chinle Service Unit is zeroing in on caring for our most at-risk populations. During the last six weeks the dental clinics have conducted “Give kids a Smile” Events where we have targeted those of the ages 18 and under providing exams, x-rays, sealants and cleanings as well as other treatment. In May there will be another event to begin making dentures for those in need from the Chinle service unit. A Periodontist has been hired to care for our elderly and those who are diabetic, who are more likely to have periodontal diseases and need the care of a specialist. Scheduled

for July we will employ a pediatric Dental Specialist and open a state-of-the-art Pediatric specialty practice in Chinle to care for young children and reduce phobias. The Service Unit is working to hire a cardiologist. Continuing partnership with University of Utah to provide adult and pediatric rheumatology services. In response to the rapid increase in cases of syphilis on the Navajo Nation, the Public Health Nursing Department, working with our Public Health Maternal Child Coordinator, is expanding home visits to include syphilis treatment in the field.

- The Tsaille dental clinic has been redesigned to be able to remain completely open during the ups and downs of the COVID-19 pandemic and will be reopening the end of this month. Collaborative effort between Clinical services, Public Health, and Nursing is providing rapid connection to treatment for patients who are positive for COVID-19. The dental clinics had 1,987 patient visits and performed 16,035 procedures during the first quarter of this year. As dental staff come back to the department from other areas where they assisted in the COVID-19 response, and Tsaille reopens we will see a further increase in these numbers.
- The Chinle dental program provided 1,741 sealants placed/repaired during the 1<sup>st</sup> QTR 2022. In Office Fluoride treatment given to 608 patients. Since February 2022, there have been local site level improvements in patient screening measures as services are re-opening to address patient care, e.g., well child exams, DM eye (JVN) and foot exams, and outpatient visit mental health screening questions.
- The Opiate prescribing at The Chinle Service Unit is at an all-time low according to data from Q1 of 2022. Narcotics: Controlled Substances



- Patient Satisfaction – The Chinle Service Unit Family Practice and Internal Medicine continue to perform surveys by telephone, with excellent comments and feedback from patients. The information is reviewed at monthly Primary Care Leadership meetings.
- The Pinon Health Center (PHC), Improving Patient Care (IPC) meets every 2<sup>nd</sup> and 4<sup>th</sup> Tuesday. IPC Coach process has shown to be helpful in leading change within PHC departments. PHC IPC will add a spring/summer IPC presentation for PHC staff to allow more departments to present and share improvement work.
- Tsaille health Center acquired two FEMA trailers. One trailer will be used to enhance Maternal Health & Pediatric Department. This will offer a sanctuary for these patients with their own, isolated, department. It is our objective to restore a sense of normalcy, providing

patient care in such a way as to help patients feel safe returning to the facility for care for these two specialties.

- The Crownpoint Service Unit Team has been very involved in preparations to obtain Patient Centered Medical Home (PCMH) certification. The Service Unit has been successfully making improvements from the last program review by developing best practices in self-management goals which are shared with other service units. CPSU is also planning to develop a Health Literacy taskforce to enhance education supporting our PCMH model. In addition, training has been provided to administrative staff on their roles within the PCMH model. The service unit has educated frontline staff, i.e. patient registration, patient benefit coordinators, etc. on their roles and responsibilities within the PCMH model. The service unit enjoyed a positive response and achieving support and buy in from staff.
- Crownpoint Service Unit Division of Public Health Services (PHS) staff are developing plans to go back to the field. The Division of PHS staff have been members of the Epi team and Incident Command (IC) operations during the COVID-19 pandemic. They contributed enormously to the Service Unit through data management, COVID-19 case management, and serve as Section Chiefs for IC operations. The staff look forward to returning to “normal” operations and working in the field with the communities and the people we love to serve.
- The Four Corners Regional Health Center improving continuity of care for Veterans work included creating a continuity of care dashboard and closer service line collaboration. Eighty-five Veterans were identified as living within the service area. The Public Health Nurse, Rehabilitation, and Primary care team collaborated to provide COVID-19 vaccines, update immunization, and post COVID-19 functioning score. There were improvements in COVID-19 vaccination from 59% to 82% fully vaccinated and 15% to 55% in flu vaccination. Four Veterans received rehab services post COVID (4 of 85 Veterans contracted COVID-19).
- The Four Corners Regional Health Center launched Tele-psychiatry services for child and adolescent patients through the Albuquerque IHS’s Tele-Behavioral Health Center of Excellence. Tele- psychiatry is offered two days/month; patients make appointments and connect at the Mental Health department. Show rate for this service line has been positive with a decreased no-show rate to <10% for FY21 Q3 to FY22 Q1.
- The Dziłth-Na-O-Dith-Hle Health Center established a new Emergency Operation Plan for health care centers in collaboration with the Navajo Area Emergency Manager.
- The Dziłth-Na-O-Dith-Hle Health Center Lab department submitted their application to receive lab accreditation by the Centers for Medicare & Medicaid Services (CMS). Clinical Laboratory Improvement Amendments (CLIA) Certificate of Registration was received on 4/6/2022. The Health Center is now working towards providing more complex lab services, in order to increase access to quality care. Policies and Procedures are also being updated to meet accreditation standards.
- The Kayenta Service Unit (KSU) HPDP/School Health Program continues to collaborate with local service unit schools by providing virtual school-based education through virtual presentations on a monthly basis. The KSU School Health Program ensured all families are

educated on various intervention/prevention strategies to prevent current/future injuries, including COVID-19 safety and awareness.

- The Kayenta Service Unit (KSU) has been part of the beta testing of the Electronic Dental Records implementation of MiPACS as the x-ray image storage and viewer as a standard. There have been some issues at KHC but most of have been resolved. At Inscription House Health Center (IHHC), there are still some problems because they have to connect remotely to KHC to chart but the system has to open images stored at IHHC.
- January 2022, Ms. Melissa Wyaco, NAO Nurse Consultant, provided staffing support for the Inscription House Health Center outdoor COVID-19 and Influenza vaccine event. While onsite, Ms. Wyaco completed a walk-through and review of our clinic to assess for Patient Centered Medical Home patient flow as we prepare for certification.
- The Inscription House Health Center and Navajo Nation Public Health Nursing Program are working together to provide condoms, health education and literature to thwart the STI rates that have been noted in the Kayenta Service Unit area.

**Leading People:** This core qualification involves the ability to lead people toward meeting the organization's vision, mission, and goals. Inherent in this ECQ is the ability to provide an inclusive workplace that fosters the development of others, facilitates cooperation and teamwork, and supports constructive resolution of conflicts in OPM leadership development.

- On February 28, 2022, the Gallup Service Unit was able to fill a permanent key position at the Tohatchi Health Center. We are pleased to announce the selection of Ms. Zondra Bitsuie as the Health System Administrator. Ms. Bitsuie comes with a wealth of knowledge to lead her team in the areas of healthcare management and operation.
- On February 18, 2022, the Gallup Service Unit Workplace Safety Strike Team developed an action plan to reduce workplace violence events and to increase workplace safety. The team will be adding the CDC workplace violence training to our Healthstream and implementing a mitigation plan when needed.
- The U.S. Army 7th Mobile Public Affairs Detachment Team filmed two videos of the Military Medical Team (MMT) at the Northern Navajo Medical Center (NNMC) for the Department of Defense. The MMTs were deployed for 30 days and assisted in the COVID-19 pandemic operation at NNMC. The team filmed and interviewed CDR Lenora Tso, RN, Chief Nurse Executive and Ouida Vincent, M.D., Clinical Director and they talked about the impact of the MMTs assisting in the pandemic operation and providing patient care services. The team also filmed the MMTs as they provided medical services in the Medical/Surgical Unit, Pediatrics Unit, Ambulatory Care Clinics and outdoor COVID-19 Car Clinic.
- In March 2022, Little Caesars Pizza in Shiprock, NM donated 25 pizzas to Northern Navajo Medical Center to show the community's appreciation of local health care workers and first responders. This event was part of the nation-wide recognition of first responders for their emergency response during the COVID-19 pandemic. The fresh hot pizzas were delivered to

the Nursing units. The Shiprock Service Unit thanks the Shiprock Little Caesars Pizza for honoring our health care team.

- Pinon Health Center is actively recruiting family physicians with planned site visit for two physicians scheduled for April 20.
- Tribal Nation Week with Center for Domestic Preparedness under Federal Emergency Management Agency from March 5 – 12, 2022. Many of the staff from Chinle Service Unit attended the Healthcare Leadership Class, Active Shooter and other trainings that were offered for that week.
- Crownpoint Service Unit has identified the need to improve its succession planning. The Chief Operating Officer has identified two employees for the Administrative Division's leadership succession plan. Staff development plan have been developed for the first candidate who has already began initial training. Plans for the second candidate will be developed in the coming weeks.
- Crownpoint Service Unit has established a monthly Community Resource Meeting to bring together our stakeholders/organizations to exchange information and provide updates on programs and projects that will benefit the patient population. The Service Unit currently have more than 50 participants which best supports the entire effort and includes many stakeholders. The Service Unit will continue to grow and facilitate this meeting as additional stakeholders take interest in providing care or services to the patients.
- The Four Corners Regional Health Center leadership team demonstrate their commitment by supporting the organization to learn about errors and near misses, investigate errors to understand their causes, develop strategies to prevent error recurrence, and share the lessons learned with staff so they recognize the value of reporting their concerns. The work begins with assessing status of facility through surveys and created a baseline on October 2021. Review concepts (building awareness) of Just Culture at staff meetings and supervisors meetings; and started implementation of policies that support Just Culture.
- The Four Corners Regional Health Center works to maintain the Patient Centered Medical Home (PCMH) status. The team improvement work this quarter focused on coordinated patient treatment through their primary care physician to ensure patients receive the necessary care when and where they need it, in a manner they can understand. The team achieved 2 of the 5 core attributes of PCMH using the data collected on patient's experience and satisfaction. Questions asked are related to access to care and communication, and the patient's perception of the comprehensiveness, coordination and continuity of care.
- All ambulatory care services for the Dziłth-Na-O-Dith-Hle Health Center are open and are continuing to provide services by establishing the "new norm" standards, by screening all patients prior to entering the building and requiring patients to wear a face mask.
- The Dziłth-Na-O-Dith-Hle Health Center established a new position and hired a full time Supervisory General Engineer to oversee the evaluation of design and engineering services.
- February 2022, the Kayenta Service Unit School Health Education Program collaborated with the Kayenta Boarding School to celebrate February's "HEALTHY HEART" month by having a student poster contest. Each K-8th grade classes participated in the contest and each student received an incentive for their hard work. The Kayenta Boarding School finished the

month of February 2022 with activities by hosting a one-mile walk on Feb. 28, 2022 for all students and staff to promote physical activity and heart health.

- Kayenta Wellness Center has been operating at **50%** to provide personal training sessions to improve patients' health by engaging in physical activities. Opening of the Wellness Center to support employee wellness initiatives in response to COVID-19. 144 users have signed in at the Wellness Center for patient services or employee open workout sessions to promote emotional and physical health to the employees.
- February 2022, Mr. Robert Curley, Inscription House Health Center Supervisory Facility Maintenance Mechanic retired with 43 years of service with the Indian Health Service.
- January 2022, Inscription House Health Center Pharmacy Department held their last pharmacy-based immunization extended hours Tuesday clinic. Thank you to our Pharmacy team for providing this needed service to our community!

**Business Acumen:** This core qualification involves the ability to manage human, financial, and information resources strategically.

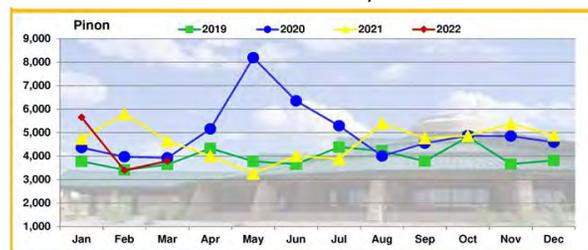
- The Gallup Service Unit conducted a phased approach to meet with each division and departments to review the FY21 budget summaries. This is the first time this approach has taken place and it provided the opportunity for each departments to develop budget priorities. The overall success is to be transparent on the amount of funds available and to maintain an appropriate spending plan.
- The Gallup Service Unit continues to work diligently on the financial forecast for the service unit. For FY22, the Inpatient collected \$10.4M or 65% collection efficiency. The outpatient billed and collected for \$18.8 or 85% collected efficiency. The Billing staff is averaging approximately 800-1000 billed per day. In addition, the COVID Purchase Referred Care (PRC) expended \$3.64M for patient care, which reflects 1,538 number of patients ending in 2,717 referrals. Lastly, the Purchase Referred Care received additional ARPA funds of approximately \$9.1M.
- In the midst of the pandemic, the Northern Navajo Medical Center Nutrition & Dietetics (N & D) has operated and provided food service to patients, employees and visitors in spite of staff shortages and supply chain disruptions. During the weekdays, N & D produced 100% of menu options and café food services with less than 71% staffing. On weekends, 38% of N & D staffing did tremendous teamwork and dedication to provide 100% food service. The N & D staff was proactive and innovative to maintain excellent food service when the supply chain disrupted food products and supplies.
- The community vaccination events are a strategic part of the Shiprock Service Unit's Incident Command Management Team's COVID-19 plan to expand access to a broader population. The weekend COVID-19 testing and vaccination events require Service Unit employees to make it successful. The employees played an important role in the staging and coordinating of the events. On Sunday, February 6, 2022, a community COVID-19 testing and vaccination event was held at the Shiprock High School. 167 individuals were vaccinated and 30

individuals were tested for COVID-19. Thanks to the **47 employees** who assisted with this event on that chilly Sunday.

- The Crownpoint Service Unit's Business Office and Records Management Teams have begun collaborating to reduce duplicate processes and streamlining both the coding and billing processes. Streamlining these processes ensures our service unit is receiving maximum payout of third party revenue by increasing efficiencies in our system while improving effectiveness of resources allocated to these programs. We are proud of our team for making these needed improvements.
- During the 2<sup>nd</sup> quarter (January to March 2022), the Dziłth-Na-O-Dith-Hle Health Center met the monthly third-party collection goal and so far, has collected 89% of the collection goal of \$4.2 million.
- In the 2<sup>nd</sup> quarter (January to March 2022), the Dziłth-Na-O-Dith-Hle Health Center Pharmacy Program increased Point of Sale (POS) collection by 83% compared to FY 2021.
- The Kayenta Service Unit Health Promotion Disease Prevention Program provided health education and resources in support of COVID-19 awareness and encouraging safety measures to mitigate the spread of the COVID-19 virus. A virtual presentation was delivered to community and Chapter officials of the Chilchinbeto Chapter on March 22, 2022 with 14 participants in attendance. HPDP also scheduled an additional COVID-19 Safety & Awareness presentations with other KSU Chapters.
- The Navajo Area Division of Information Technology deployed 68 out of 75 laptops throughout the Inscription House Health Center to replace outdated computers. The deployment involves preparing old computers for excessing by removing the hard drives and preparing media destruction documents. The 'cleaned' laptops are then returned to Support Services for the final documentation and excessing. There is a pending order for a shipment of 120 desktops for additional deployment.
- The Inscription House Health Center Network Upgrade project Phase 1 is complete and NTUA-W successfully tested the hardware and fiber infrastructure for the three facilities as of Jan. 2022. Phase 2 of this project is now pending award for Internet services. Upon awarding, Division of Information Technology will work with NTUA-W and the NOSC to cut over and go-live with Internet services with the new NTUA-W circuits. The IHHC will increase their 4.5 MB circuit to a 100 MB circuit. An increase of over 2,200%. KHC will go from a 200 MB to a 1 GB circuit for an increase of 500%.
- January 2022, NTUA Wireless completed the installation and quality check of fiber optic lines for the Inscription House Health Center to strengthen our internet service.
- February 2022, Inscription House Health Center provided community businesses and chapter houses with Halyard N-95 face masks and COVID-19 home test kits. We continue to offer patients, visitors, and guest's ongoing supplies.

**Results Driven:** This core qualification involves the ability to meet organizational goals and customer expectations. Inherent in this ECQ is the ability to make decisions that produce high-quality results by applying technical knowledge, analyzing problems, and calculating risks.

- On March 14, 2022, the Gallup Service Unit Executive Leadership Team approved a plan to solicit contractual work for the facilitation and development of GIMC’s Strategic Plan. Part of this planning includes the re-establishment of the GIMC Space Committee to address the existing space for patient care and workplace for staff. These efforts will encompass a more visionary strategic plan and space planning for a new facility.
- The Tohatchi Health Center (THC) received the Government Performance and Results Act (GPRA) results from the Quality Improvement Nurse. The results provided 2022 Targets and a draft of the GPRA strategic plans to improve “Not Met” measures. THC Health Systems Administrator will meet with local Leaders and staff to develop strategic plans for improving the GPRA measures.
- January 2022 marked the one-year anniversary of the COVID-19 vaccine campaign to vaccinate community members. Since January 2021, the Shiprock Service Unit healthcare system has administered more than 85,000 doses. The Service Unit was well suited to manage the challenges and demands with the Community Health Division at the forefront of the vaccination campaign. The employees continue to ensure the vaccination events are organized and efficient. Events are held during the weekdays and weekends at Chapter houses and schools.
- The Northern Navajo Medical Center Health Promotion Disease Prevention (HPDP) Program is one of the leading community health drivers to engage community members to perform regular physical exercise and take control of their health for long-term health benefits. HPDP organizes the Just Move It (JMI) yearly events and they celebrate **30 years** of JMI promoting physical activity through running, walking and other educational activities. HPDP partners with Navajo Nation Chapters and community agencies to host the JMI event to increase participation and education in personal healthy habits.
- There were 3,787 Pinon Health Center ambulatory care visits for March 2022.



- Mobile mammography services continue at the Pinon Health Center. The PHC is looking forward to having patient visit numbers increase since the health center is progressing towards normalcy. Next services are April 26, May 24, and June 14, 2022.
- The Chinle Service Unit’s Division of Public Health - COVID19 Test to Treat and access to therapeutics includes the Division of Public Health working with CSU Clinical and Pharmacy team to establish a policy surrounding test to treat such that we provide timely accessible treatment. The Division of Public Health working with CSU Clinical and Pharmacy team to

establish outcome and performance measures surrounding COVID19 treatment to track our efforts. Our goal is to get eligible people access to treatment immediately following a positive test result.

- The Chinle Service Unit (CSU) Division of Public Health - Access to Care and COVID-19 vaccination efforts: Increasing Vaccine and Booster Rates: 75% of our CSU user population has completed a primary series and 52% of our CSU user population is up to date with their vaccines. Among our school age population - 50% of our population ages 5-11 years have not completed a primary series or have remained unvaccinated and half of our population ages 12-19 percent need to get a booster. Among our population 65+ years, 76% are up to date with their COVID19 vaccines and a quarter need to get booster or complete a series. Division of Public is working with a cross-disciplinary team Department of Medicine, Pharmacy, and Public health nursing, and with Navajo Nation community health representatives, to increase vaccine and booster uptake. Using population-based strategies and translating population health data, we strategically target subsets of the population to increase vaccine and booster rates:
  - School age children and adolescence – Working with the community vaccine team, the CSU Public Health School Surveillance team, CSU school leadership to increase vaccine uptake. This include public health message, setting up a parents’ forum for questions and answers, and setting up school-based vaccine events.
  - Elderly and high-risk populations including difficult to reach populations:
  - The community vaccine team has reached out and scheduled events to increase vaccine and boosters at the nursing home, group homes, and dialysis population.
- The Chinle Service Unit Public Health Nursing, working with incident command, and with Navajo Nation community health representative in an effort to bring vaccines and boosters out to home-bound and difficult to reach elderly population.
- The Crownpoint Service Unit established an organizational goal to collect 25 million dollars for fiscal year 2022. As of March 31, 2022 the service unit has collected \$24, 260,814.38 which is 97% of our organizational goal with 6 months remaining in the fiscal year. The service unit is well on our way to exceeding our fiscal goal and establishing new precedents for future revenue generation.
- The Crownpoint Service Unit Nurse Executive Team have focused their efforts to improve our GPRA scores. They have collaborated with the CPSU GPRA Coordinator and reviewed Performance Improvement (PI) projects for each department. The group identified best practices and processes to improve our GPRA data collection which should provide better data and ultimately result in improved GPRA scoring for our service unit. Thank you for a job well done.
- The Four Corners Regional Health Center leadership is working to ensure efficiency and quality of systems with a focus on health system restructuring in FY 2021 Q4 and FY 2022 Q1. The addition and development of the Professional and Quality Service (PQS) Division lead to local formation of compliance committees. The PQS is tasked with monitoring, assessing and enhancing the standards of quality healthcare. This work results in the creation of quality dashboards, improved use of data and ongoing compliance education for staff.

- The Four Corners Regional Health Center continues to work on capturing accurate coding for all procedures and services to maximize reimbursement while maintaining compliance. This work includes ongoing monitoring of entire process from patient intake to claims payment activities. The workgroup reviews patient insurance coverages, provider notes, coding accurately, and billing time on a weekly basis. As a result, the Health Center surpassed collection in FY2021 and continued to exceed goals in FY2022 quarter 1 and 2.
- Since the move to virtual Just Move It events, data shows an increase in participation. For the Four Corners Regional Health Center service area, in 2020 there were 197 registered participants and in 2021 there were 1,541 registered participants. The Health Promotion Disease Prevention (HPDP) Team made 16 videos promoting “healthier nations” as part of Shiprock Service Unit’s awareness efforts via social media. These posted videos reached a total of 86,191 people. The 16<sup>th</sup> video from HPDP had 39,591 views in one month from posting. The high-quality execution of video content contributes to this level of success.
- As part of standards of care efforts, the Four Corners Regional Health Center Health Promotion Disease Prevention and Optometry departments joined forces to improve GPRA diabetic retinopathy assessed number for the 5 communities of the Health Center’s user population. This exam is also referred to as the Joslin Vision Network (JVN). JVN is an innovative retinal imaging device designed to detect these vision problems early on. In FY 2021 the GPRA target was 51.5%. The Health Center reached 51.4% (user population with diabetes is 536). This was a big success for the team during the pandemic.
- The Dziłth-Na-O-Dith-Hle Health Center patient satisfaction surveys during the 2<sup>nd</sup> quarter (January to March 2022) indicates that 83% of the patients were satisfied with their services.
- The Dziłth-Na-O-Dith-Hle Health Center Medical Records department shipped 114 boxes of medical records to the National Archive Center to establish a paperless system and meet the required goals of IHS.
- The Kayenta Wellness Center had a total of **492 total users** (employees and patients) for January, February, and March 2022. The Kayenta Wellness Center offers prescribed exercise treatment plans for patients at-risk for diabetes, patients with A1C levels above 7.0, and as a part of patient diabetes self-care management.
- The Traditional Native Healing had a total of **36** patient encounters from January 2022 to March 2022. Due to COVID-19, patient services are via telehealth until further notice. The Navajo Wellness Model components are incorporated into traditional native healing and traditional native counseling.
- To ensure that we are on track with the re-opening strategic plan for the service unit, Quality Management has resumed its preparation with the Joint Commission readiness in healthcare standards and elements. MOCK survey have been scheduled out for the service unit and weekly meetings resumed to ensure that each Department of the service unit is in a readiness mode with TJC compliance. Each Department’s policies and procedures have been updated, staff competencies were initiated and infection control and safety measures are in place. Our laboratory survey accreditation is up to be fully surveyed this month and we are proud to announce that Kayenta Service Unit is ready and expect to have a satisfactory survey result.

- March 2022, two Facility Maintenance Mechanics started with Inscription House Health Center to focus on the government housing renovation plans in place for fiscal year 2022.
- March 2022, a selection was made for the Inscription House Health Center Supervisory Physician position. A vital position to provide comprehensive preventative and medical care service for patients; the health care provided includes preventative services; recognition, treatment, case management, and other primary care and chronic conditions.

**Building Coalitions:** This core qualification involves the ability to build coalitions internally and with other federal agencies, state and local governments, nonprofit and private sector organizations, foreign governments, or international organizations to achieve common goals.

- The Gallup Indian Medical Center, Emergency Department received an Opioid Prevention Initiative Grant for \$140,000. This funding is to support the creation and evaluation in emergency departments to understand opioid prescribing trends, develop new systems of care and best practices that improve care coordination between transitions of care, improve clinical care pathways following patient overdose resuscitation, and evaluate opportunities to improve withdrawal management within emergency departments.
- Tohatchi Health Center Health Systems Administrator attended the Tohatchi Chapter Meeting on February 23, 2022. HSA provided an introduction and overview on THC clinic hour and the public health awareness of practicing the three W's (Wear a facemask, Watch your distance and stay 6 feet from others, Wash hands frequently and use hand sanitizer.
- Although individuals and families are still experiencing challenges from the two-year COVID 19 pandemic, moving forward in a positive way is important. The Northern Navajo Medical Center Health Promotion Disease Prevention Program held virtual meetings with Chapter leaders and committee members of the Restoring & Celebrating Family Wellness Committee. The discussion at these meetings focused on changes to be made to move toward healthy families and communities and to build hope and resilience. The pandemic brought renewed awareness of the importance of health and community issues impacting Shiprock Service Unit communities.
- Shiprock Service Unit partners with 21 Navajo Nation Chapters, six (6) Council Delegates, Northern Navajo Agency Council and Navajo Nation agencies to understand local Tribal interests in the health care system and assist and develop sustainable community projects and programs. Weekly phone conferences are held with Tribal partners and the Incident Command Management Team collaborates with Navajo Nation Health Command Operations Center, New Mexico Department of Health, New Mexico National Guard, Central Consolidated School District schools, Shiprock Police, Shiprock Fire Department, and the Navajo Tribal Utility Authority to conduct COVID-19 testing, hold vaccination events, deliver supplies and provide emergency responses.
- The Chinle Service Unit held a one-hour Community Stakeholders Town Hall session on the first Wednesday of the month for the communities and their Tribal leaders. Approximately 90 participants represented Chapters, Schools, Businesses, Tribal Departments, and other Health care systems. Information about CSU accessible operations/services during the

pandemic was provided by CSU Division Directors and Incident Management Team Leaders. Stakeholders were encouraged to dialogue about their concerns/needs as well as about vaccinations and protective practices against exposure to COVID viruses.

- The Pinon Health Center Domestic Violence Prevention Initiative (DVPI) Report for Grant 2, Year 5 & 6 (Oct 2020 – Sept 2021) showing 2,609 attendees (including some in-person along with mostly virtual activities during the COVID-19 pandemic).
- The Chinle Service Unit division of Public Health –The Mobile Clinic Unit team is resuming the delivery of health care services back into our communities and chapters by working with our Navajo Nation partners (chapter officials, senior centers, and community health representatives). The mobile health unit team is also partnering with Navajo Housing Authority (NHA) housing to expand care to the NHA communities with our Chinle Service Unit.
- The Crownpoint Service Unit Clinical Director, Chief Operating Officer, & Acquisitions personnel met with Presbyterian Medical Services (PMS) regarding services provided to the Eastern checkerboard area of our service unit. PMS provided a review of the services provided to our patient population for the last quarter. Our CPSU Team communicated the goal of our service unit is to ensure our patient population has care on a regular basis and it is accessible. We look forward to future meetings with our PMS partners.
- The COVID-19 pandemic led to school closures, less opportunity for physical activity and proper nutrition, leading to weight gain among children and adolescents in general, however, the number of overweight and obese remain unchanged (and high) within the Four Corners Regional Health Center service area. In the Fall of 2019, data shows 447 students were screened, of which 278 students or 62% did not meet healthy Body Mass Index (BMI). The Fall 2021 data shows 378 students were screened, of which 263 students or 69% did not meet healthy BMI. In February 2022, the Community Health team restarted the physical activities with a focus on helping students and their families learn exercise, healthy cooking and proportionate eating skills. BMI data for 121 students collected at the Red Mesa High School and Junior High began efforts to increase access to evidence based pediatric weight management.
- The Four Corners Regional Health Center Public Health Nurse (PHN) along with Health Promotion Disease Prevention (HPDP) have a partnership with Red Mesa School District to work together on prevention efforts. During the height of the pandemic, this partnership focused on the development of a School Response Team to allow for timely investigation, contact tracing, prevention education, and containment of COVID-19 in schools; and test kit distribution. In FY 2022 Q1, PHN and HPDP recorded 14 intervention days.
- The Dzilth-Na-O-Dith-Hle Health Center provided 138 cases of N-95 masks and 40 cases of COVID-19 test kits to Hanaadli Community School, Nageezi Chapter, Huerfano Chapter, Huerfano Youth Center, and Counselor Chapter.
- The Dzilth-Na-O-Dith-Hle Health Center participated on the Chapter Zoom calls for Northern Agency regarding COVID-19 response.
- Networking/collaborating with outside entities of the Kayenta Service Unit (KSU) to establish a Community Wellness Committee led by the Kayenta Wellness Center to address the well-

being of community members in our service unit to live healthy lifestyles, through exercise, physical activity, health and wellness resources in hopes to prevent duplication of services and to develop and strengthen collaboration among the Kayenta Township, Navajo Nation Tribal Programs, KSU Chapters, and Navajo Nation Special Diabetes Program, among many others.

- The Kayenta Service Unit Facebook site provided the public and the local communities with current updates including vaccinations schedules, news, trainings and educational posting. There has been an increase in sharing our posts by the Kayenta Township, Kayenta Unified School District and the Kayenta Chapter House.

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